

Office of the Police and Crime  
Commissioner for Surrey

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## Police and Crime Plan for Surrey

2016-2020





## Foreword from Police and Crime Commissioner David Munro



I am very pleased to present my first Police and Crime Plan for Surrey. My six priorities are firmly based on what you, our residents, have told me are most important to you to cut crime and build safer communities. It's an ambitious programme but I am convinced that

the Chief Constable and all officers and staff of Surrey Police will rise to the challenge and forge ahead with the task of providing an excellent service to Surrey people.

Since my election as your Police and Crime Commissioner in May, I have spoken with many officers and staff in Surrey Police. Whilst we all recognise that there is more to be done to make the service one that we can be universally proud of, I have been really impressed by their professionalism, dedication, cheerfulness, and determination to go the extra mile to serve the many diverse communities in our county. That's an excellent foundation on which to build.

Plans like these can never be static, but need to be refreshed

regularly to respond to gaps in service provision, keep abreast of new developments including better technology, and to drive up service quality. Your comments and suggestions are a crucial part of this, so please keep them coming.

I look forward to meeting many more residents, as well as Surrey Police officers and staff, during my four-year term of office so that I can hear at first-hand what is important to you and how I can help make Surrey an even better place to live.

**David Munro**  
Police and Crime Commissioner  
for Surrey

## Foreword from Chief Constable Nick Ephgrave



I am delighted to endorse this Police and Crime plan, built as it is on the wishes of the Surrey public. I am committed to working closely with the Police and Crime Commissioner, David Munro, to ensure the plan is delivered effectively and efficiently.

The six priorities set out in this plan will give focus and direction to the Surrey Police delivery plan, which describes the way in which we will police our county. Both the police

and crime plan and the operational delivery plan have the same, simple aspiration: to make Surrey as safe as it can be.

**Nick Ephgrave QPM**  
Chief Constable, Surrey Police

# Summary of Priorities

When I stood for election, I listened to your views on what you want from Surrey Police and its partners to keep you safe. Improvements need to be made but many of you, like me, are quite rightly proud of Surrey Police whilst recognising that more needs to be done. By setting clear priorities and supporting Surrey Police, I believe we can have the best police force in the country and make Surrey as safe as it can be. To achieve these aims I have set the following six priorities:

## Cutting Crime and Keeping Surrey Safe

I will ensure that Surrey Police delivers more visible policing, relentlessly pursues criminals, solves more crime and reduces reoffending.

## Supporting Victims

I will take urgent action to provide proper support for the victims of crime and those who need the most help from our police service.

## Tackling Rural Crime

Rural areas can feel they have been forgotten. I will improve the 101 non-emergency contact number, put in place measures to achieve better responses and ensure that victims have a single point of contact throughout an investigation.

## Making Our Town Centres Safe

Our town centres can become noisy and threatening places after dark. I will work with local councils, police, local businesses and residents to make our town centres safe for all.

## Tackling the Threat of Terrorism

I will review the anti-terrorism plans and resources to ensure that Surrey Police can keep on top of the critical task of deterring and defeating terrorists in Surrey.

## Making Every Pound Count

I will fight for fair funding for Surrey Police and target resources at the front line to improve the services to Surrey residents and achieve better outcomes.



# Cutting Crime and Keeping Surrey Safe

*I will ensure that Surrey Police delivers more visible policing, relentlessly pursues criminals, solves more crime and reduces reoffending.*

You have told me that you want to see more uniformed officers out on the streets and that you find a visible presence reassuring. To better resource the protection of victims whilst also maintaining good services in times of diminishing resources, Surrey Police has changed the way it provides local policing by introducing the Policing in Your Neighbourhood (PiYN) model. As with any change, some people are concerned about the impact this new model will have. We need to make sure we get the balance right - the police can't be the first port of call for all problems, but we can still be assured that they are there to help people in crisis at any time of the day or night. I will make sure that the PiYN model is reviewed and will ask about your experiences of policing since the model was introduced.

I hear a mixed picture from you about your local officers. We need to capture and build on the good practice to protect all of Surrey's diverse communities. But we also want to see communities do more to help and support local police, and volunteer when they have time

to do so - as many of you already do. I also aim for Surrey's roads to be safer for all users including pedestrians, cyclists and vehicles.

Joint Enforcement Teams are an initiative to get police and councils to collectively tackle local issues such as noise, fly-tipping, litter and anti-social behaviour. Three teams are already in place in Surrey and I will encourage, support and consider providing funding to other areas to adopt this model to suit local needs.

Surrey is a safe place to live, with relatively low crime levels. However, when compared with other county police services, detection rates are low. Crime happens in rural areas, town centres, villages, suburban areas and behind closed doors, and may affect any of Surrey's diverse communities. Of particular concern at the moment is the detection of 'non-street' crimes such as abuse of children, domestic abuse and sexual offences. I am also keen to build on the good partnership activity carried out in Surrey to reduce re-offending and divert people from crime and will meet with partners in the Criminal Justice System to commission further work in this area. The prevention and detection of hate crime and the reduction of any community tensions generally will always be a priority too.

In summary, I will:

- Review the current model of community policing
- Hold the Chief Constable and partners to account for delivering improvements in solving crime, and rates of reoffending
- Support and consider the development of further Joint Enforcement Teams in Surrey
- Encourage volunteering, for instance as Special Constables

## *Key Performance Aims:*

- *For people to feel that police deal with anti-social behaviour and crimes that matter to them in their area*
- *For police to solve more crimes committed against vulnerable people (sexual offences, domestic abuse, child abuse and hate crimes)*

# Supporting Victims



*I will take urgent action to provide proper support for the victims of crime and those who need the most help from our police service.*

Last year, Surrey Police received a poor report from Her Majesty's Inspectorate of Constabulary (HMIC) for its performance in protecting vulnerable people and victims of crime. Surrey Police was, at that time, facing unprecedented increases in reports of crimes of child abuse, sexual offences and domestic violence. National surveys have shown that incidences of these crimes aren't increasing but more people are coming forward to report current or past crimes of abuse.

Since the inspection, investments have been made and action plans are in place, with encouraging signs of improvement. It remains my priority however for Surrey Police to move from a status of inadequate provision in this area to providing the good service to victims that they have a right to expect.

Surrey Police, like other police forces, is seeing increased reporting of child abuse. I will work with Surrey Police, Surrey County Council and victim support organisations to ensure that every child who suffers abuse gets the right support, when they need it, for as long as they need it. Where there are other vulnerable people, such as victims of trafficking or modern slavery and abused adults, I will co-ordinate with the right agencies to get them the support they need.

One of my key responsibilities as PCC is to work with partners such as the Crown Prosecution Service, courts and probation providers to deliver an efficient criminal justice system for the county. I will look to find effective solutions where it is clear that improvements can be made – for example, making sure that victims of abhorrent crimes such as rape do not experience delays in bringing their cases to justice.

Cybercrime is a growing area of criminality – from personal and

business fraud to on-line paedophilia and cyber bullying. I will oversee and influence the partnerships between police, education, councils and businesses that provide prevention advice and training in Surrey to protect against cybercrime.

Of course, all victims of crime need the right level of support. Surrey Police regularly surveys victims of burglary, vehicle crime, hate crime and anti-social behaviour and I will monitor the use of these surveys so that they are used to improve victim care.

In summary, I will:

- **Work with HMIC to ensure that the action plan that has been put in place protects and supports victims and brings offenders to justice**
- **Support children and vulnerable victims through my victim commissioning fund and joint commissioning with others**
- **Prioritise cybercrime prevention in Surrey**
- **Monitor overall victim satisfaction to hold the police to account for providing high levels of support**

## *Key Performance Aims:*

- *For Surrey Police to be rated 'good' (or better) at protecting vulnerable people*
- *For victims to be satisfied with the level of service they receive from Surrey Police*

# Tackling Rural Crime

*Rural areas can feel they have been forgotten. I will improve the 101 non-emergency contact number, put in place measures to achieve better responses and ensure that victims have a single point of contact throughout an investigation.*

Crime affecting those living in rural areas is diverse – covering theft of machinery, wildlife crime, anti-social use of country roads and the countryside, damage to the local environment, domestic violence in isolated communities and other issues that blight rural life. I will work with those organisations and groups who also want to protect rural areas to make the countryside safer in Surrey.

I hear that people can find it difficult to contact the police about non-emergency issues. They tell me that the 101 number is often

busy or takes a long time to be answered. I want to understand the issues faced by Surrey Police in answering these calls and improving performance.

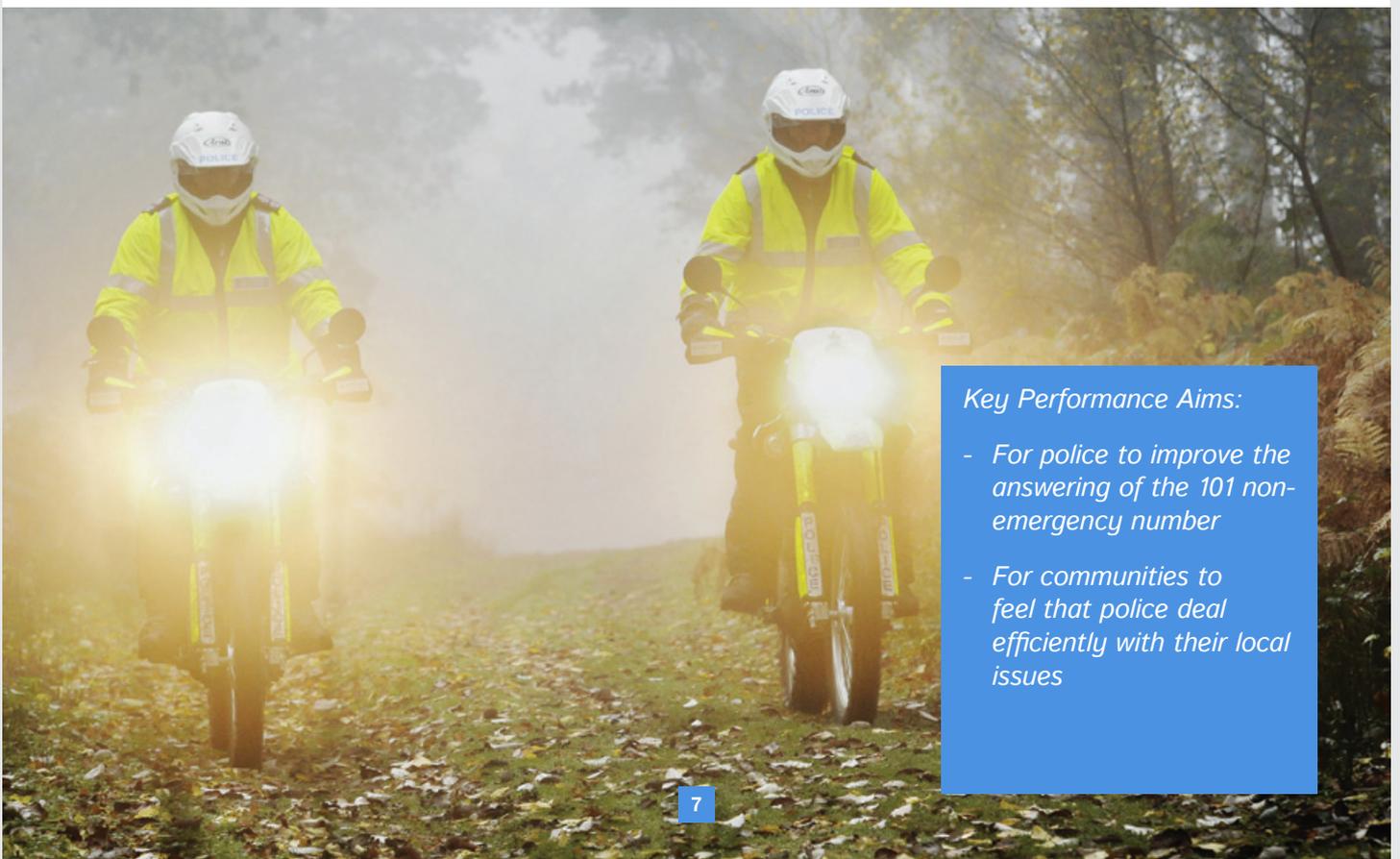
People in rural areas in particular have told me that they are concerned that it may take a long time for police to attend if they do have an emergency. The new Policing in Your Neighbourhood model should help provide a better response as it has allocated more dedicated resources across specific geographical areas, but I will be reviewing this to make sure it actually happens.

Surrey Police has given a commitment that, where a community has a crime or anti-social behaviour problem, it will provide a single point of contact and attend local meetings to work with the community to find

solutions. I will be asking whether that is working for communities. I will also be monitoring victim satisfaction to see that action is taken where there are concerns.

In summary, I will:

- **Close any gaps in communication between the police and rural communities**
- **Improve police performance in answering 101 calls and scrutinise performance**
- **Monitor the response provided to communities from Surrey Police and take action where this isn't good enough**
- **Hold Surrey Police to account for providing communities with a named police contact when they have policing problems and for providing the right support to help with local problems**



## Key Performance Aims:

- For police to improve the answering of the 101 non-emergency number
- For communities to feel that police deal efficiently with their local issues

# Making our Town Centres Safe

*Our town centres can become noisy and threatening places after dark. I will work with local councils, police, local businesses and residents to make our town centres safe for all.*

On the positive side, many Surrey towns are working hard to create a safe and enjoyable environment for people living and visiting during the day and night. Good schemes such as the Street Angels are in place to provide help for those in need and some towns have Town Centre Wardens. We need to build on good practice and encourage joined-up effort with local police.

Partnerships which bring together police, councils, fire and rescue, health and others have a great part to play. I want to see them work more closely with local businesses and community groups and my Community Safety Fund can provide financial help for local initiatives. Young people, including those in schools and colleges, also want to feel safe in town centres. I will engage with them and youth organisations to better understand their specific issues.

Good planning of new infrastructure and the night time economy is crucial for safe towns. I want to make sure that every local planning authority in Surrey considers the implications of creating a safe environment when developing their plans.

As well as traditional town centre 'hot spots' such as pubs or nightclubs, recent research has shown that police resources are increasingly being directed to places such as mental health facilities or children's homes to help those who are suffering from mental health issues or to deal with missing children or adults. I want to make sure that the police, local authorities and health providers are able to jointly address problems that can arise in these locations and ensure that all agencies are properly fulfilling their respective responsibilities.

Joint Enforcement Teams, or similar local council schemes, will also help with noise and anti-social behaviour and I will support them as they increase in number across the county and work with other local groups to reduce problems.

In summary, I will:

- **Look at how safe people feel in town centres in Surrey and encourage all towns to update their plans to improve the feeling of safety**
- **Work with community partnerships, local councils and local businesses to develop safe areas in town centres. I will consider funding for schemes which improve safety, especially for vulnerable people**
- **Work to ensure that councils take into account policing and safety needs when planning new infrastructure**
- **Develop partnerships between police, businesses and community safety agencies to tackle crime**

*Key Performance Aim:*

- *For people to feel safer in Surrey's towns*



# Tackling the Threat of Terrorism

*I will review the anti-terrorism plans and resources to ensure that Surrey Police can keep on top of the critical task of deterring and defeating terrorists in Surrey.*

We cannot afford to relax our effort to keep Surrey residents protected from terrorists. I want to reassure the public that there are effective plans in place to help prevent an attack, protect Surrey residents, prepare to meet any potential attack and pursue any potential attackers.

Tackling terrorism starts with community intelligence that often

leads to a national response. It has to be co-ordinated and led at every level, from the very local to the national. I will ensure that, as far as Surrey is concerned, there is effective and efficient join up between the local, the regional and the national levels and that we have access to the full range of resources available.

All plans must be kept up to date, however, and with the Chief Constable and other counter terrorism agencies I will scrutinise our plans to make sure this happens and that the right resources are in place.

In summary, I will:

- Review plans to protect against and defeat terrorists in Surrey, taking into account results of national inspections
- Oversee the development and implementation of action plans, including resource levels, where needed
- Provide reassurance to the public that plans are in place



## Key Performance Aim:

- To ensure a robust plan remains in place and is kept updated and appropriately funded to prevent and defeat terrorist activities in Surrey

# Making Every Pound Count

*I will fight for fair funding for Surrey Police and target resources at the front line to improve the services to Surrey residents and achieve better outcomes.*

We are in a time where all public sector services need to be as efficient as possible. I have already made savings of over £100,000 to my office budget by cutting posts and will re-direct this money to providing better services to people who need it.

A new funding formula for policing is being developed by the Government and I will work with the Home Office to make sure that Surrey receives fair treatment.

I want to retain the identity of Surrey Police as a Force that local people can be proud of. However, I have a duty to collaborate and support working with others to share costs, make savings, improve our buying power and jointly provide better services. There are well established collaboration arrangements between Surrey and Sussex Police and I will oversee these and encourage new

opportunities, alongside the Sussex Police and Crime Commissioner, to make sure these are working as effectively as possible.

Regionally we can collaborate better on back-office tasks such as personnel management, information technology and procurement. We can also forge better links with the Metropolitan Police Service in policing the Surrey - London border. I will collaborate with Surrey County Council and others to develop the best model for joining up emergency services. The underlying principle will be to establish better partnerships together to improve resilience, provide a good service and to make savings to invest in the frontline.

People are our most important resource and I want to make sure our officers and staff are well trained, equipped and that our buildings are fit for purpose. To that end, I will be initiating a long-overdue review of our estate strategy. I also endorse the Surrey Police 'People Plan' which sets out the Force's principles for leadership, development and support.

In summary, I will:

- **Make savings in my office to free up resources for frontline delivery**
- **Work with government on a new police funding formula to make sure Surrey has its fair share of government support**
- **Ensure that any savings delivered from the support services can be directed to the front line**
- **Work with Surrey Police and other partners to set an estates strategy that best meets Surrey's needs**



*Key Performance Aim:*

- *To improve the percentage of budget spent on front-line policing*

## Holding the Chief Constable to Account

I have signed a concordat with the Chief Constable to set out our professional relationship with each other. I want to foster a relationship where I can hold the Chief Constable to account for delivering Surrey's Police and Crime Plan, but one which is also constructive and supportive. I will also ensure that the Chief Constable promotes ethical behaviour in Surrey Police and embeds the College of Policing Code of Ethics.

This plan has been developed with the Chief Constable and his leadership team. He has given his support to the plan and a commitment to meeting the priorities set out within it. I don't believe in having a raft of targets,

but there are some key outcomes that I will expect to see delivered over the next four years around improved answering of the 101 non-emergency number, good treatment of victims, responding to concerns of residents in rural and town centre areas and making savings to invest into frontline policing. These are summarised within this plan and I will report on progress. I will regularly hold the Chief Constable and partners to account on the delivery of the priorities. This plan will be underpinned by a Surrey Police delivery plan.

## Partnership Working

A critical element of this plan is working with others: police forces; emergency services; local councils; community partnerships and voluntary groups. We all

have the same aim to make Surrey a safer place. I will foster good relationships and provide leadership, governance, scrutiny and funding within partnerships as required.

## Policing Budget and Council Tax

As Police and Crime Commissioner, I receive all funding relating to policing in Surrey. It is my role to set a revenue and capital budget for Surrey Police and determine the level of council tax raised to fund policing. For 2016/17, a gross revenue budget of £212.6m has been set for Surrey Police. Of this, £210.5m is delegated to the Chief Constable to fund the delivery of operational policing. Most of this, some 86%, is spent on staffing costs. Other costs include supplies, premises, transport and travel.





Of the total funding, £2.1m is retained by the Commissioner of which £0.7m is set aside for commissioning community safety services. The Commissioner's office budget is currently set at £1.4m and I have already made savings on this amount. Surrey Police's budget is funded from a combination of a central government grant of £91.4m and council tax of £107.2m. In terms of council tax that people in Surrey pay for policing, Band D properties pay £220.19 for policing in 2016/17, an increase of 1.99% on the previous year. In future I will campaign for Surrey Police to get its fair share of government grant and will robustly scrutinise future financial savings and plans.

## Grant Giving and Commissioning

As PCC, in addition to core police funding, I will receive £1.4m in 2016/17 to commission services which support victims of crime. There is currently a three year contract in place for Surrey, Sussex and Thames Valley PCCs for Victim Support to provide the initial support service for victims.

The remainder of the fund of just less than £1m is spent on specialist victim services through the award of grants. Recipients in 2016/17 will include domestic abuse outreach services, support services for victims of rape and sexual offences, women's refuges

and services to support child abuse victims. I will review this funding so that it is directed towards meeting the priorities set out in this plan, with the aim of placing longer-term contracts with those organisations who demonstrate that they can produce the goods.

In 2016/17, £700k has been set aside from the overall PCC's budget for funding community safety projects. I will commit this year to continuing this fund and will review the amount in the fund for future years. I will review the criteria for awarding funds and seek to award three year funding where appropriate to allow longer term planning for those seeking to reduce crime and disorder. Funds that Surrey Police receives back from the government after seizing money and assets from criminals will be directed to frontline services.

Details of the criteria for awarding grants and how to apply for a grant from the PCC's Victim Support Fund and Community Safety Fund can be found on the Surrey PCC website.

## Equality and Diversity

I will develop and maintain good links with all of the diverse communities in Surrey, working with the Independent Advisory Group for Surrey Police, meeting a wide range of community groups and consulting all groups on my plans. I support and will oversee the Surrey Police Equality, Diversity and Human Rights Strategy.

## Strategic Policing Requirement

Police forces in England and Wales need to tackle a wide range of threats to keep the public safe. There are some that go beyond county boundaries and which require police forces to provide a joint national response.

A Strategic Policing Requirement (SPR) has been produced by the Home Office in consultation with the Association of Chief Police Officers. It describes the main national threats for England and Wales and requires each Police and Crime Commissioner and Chief Constable to provide enough resources from their local areas to collectively meet the national threats of: terrorism; civil emergencies, serious and organised crime; public disorder; large-scale cyber incidents and child sexual abuse.

Commissioners and Chief Constables need to collaborate with others to ensure there is sufficient capacity to deal with national threats. I will work with the Chief Constable to make sure that Surrey balances its requirement to meet national issues with protecting Surrey locally. I have outlined my key priority to help protect Surrey from terrorism and by working locally and with others we can help the national effort.

## Consultation, Reporting and Review

I have consulted on the priorities set out within this plan. You can view the results and my response on the OPCC website. I will report progress against this Police and Crime Plan publicly to the Police and Crime Panel and I will issue an Annual Report. I will review and update this plan annually.



## Priorities

Cutting Crime and Keeping Surrey Safe

Supporting Victims

Tackling Rural Crime

Making Our Town Centres Safe

Tackling the Threat of Terrorism

Making Every Pound Count



# Contact

If you have any comments on this plan, or would like to know more about the PCC please contact:

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